INTRODUCTION:

The role of police in India is the maintenance of Law and Order and the prevention and detection of crime. In earlier times, the charter of police duties was confined only to the prevention of crime against person and property and punishment to the offenders but with the growth of society fresh manifestations of crime both white collar as well as overtly violent forms have emerged as fresh challenges to police.

Police is one of the vital law enforcing agency. Developmental and welfare activities can be undertaken successfully only if the foundations of law and order are well laid and well looked after. Police work is valuable like any other developmental work and thus progress is possible if peace and tranquility is there. The law and order situation immensely effect the functioning and structure of administration besides having larger social and political overtones.

There is a common impression that the law and order machinery is unable to cope with the stress and strain of the present day changing society. There is also lack of adequate interest to look into the problems of law and order administration. The problems being faced by the police administration have been generally pushed to the background by most of the academic institutions which largely focus their attention on subjects other than the police. Whereas a lot of work has been undertaken on the political, economic, and administrative problems faced by the country yet a very little need has been felt by the academicians to probe into the problems being faced by the police. There is very little awareness about the police, its organization and working procedures in the society.[1]

India is a developing country, no development can be achieved in the absence of peace and tranquility. Police is one of the machinery to maintain peace and tranquility and the responsibility to maintain the law and order lies with the State Government. Therefore, it is necessary to have a well maintained police force at the state level.[2]

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1 M.S.Parmar, "Problems of Police Administration", Reliance Publishing House, New Delhi,1992,p.xvii.

2 Ibid p.20.

Oxford dictionary defines Police as " the civil force charged with keeping order, civil administration of the city or town and public order"[3] according to the Royal Commission on the Police Powers and Procedures 1929, a policemen is a person paid to perform, as a matter of duty, acts which, if he were so minded, he might have done voluntarily.[4] The term police today is designated to the executive civil force of a state which is entrusted the duty of maintaining public order and enforcing regulations for the prevention and detention of crime.

An effective police has to be an integral part of any administrative system and is necessarily a fraction of the power structure. Essentially the system should be tailored to the requirements of those in positions of authority, indigenous or otherwise. But the bases of the organization have to go to the grass roots. And the willing cooperation of a majority of the people is must. Even if the system may have been imposed from outside, due perhaps to lack of local expertise and the requirements of the rulers, it is only the willing cooperation of a large mass of the people which can enable the system to inhere, work usefully and continue for any reasonable length of time.[5]

This study is an attempt to identify the challenges relating to police organizational structure in Himachal Pradesh and its various aspects of functioning, problems of human resources development in police department, problems of police morale and job satisfaction and inadequacies of funds to meet the growing organizational needs and police modernization. It will also examine the public-police relationship, problem of corruption, political interference etc.

Police is an important law enforcement and order maintaining agency in India and much hopes have been pinned upon it. The study will be based upon Challenges of Police Administration in Himachal Pradesh. Himachal Pradesh is a young state and is divided into 12 districts. All of these districts vary from the point of view of climate, population, literacy rate, crime rate etc. Its four districts remain nearly cut off from rest of the State during winter season. The scope of the study will be limited to the Problems of Police Administration in Himachal Pradesh and to the three districts

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3 Oxford advanced dictionary.

4 M.S.Begum, "District Police Administration", Anmol Publication Pvt.ltd., New Delhi, 1996,p.2.

5 TrilokNath, "The Police Problem", Vision books Pvt.ltd., New Delhi,1983,p.1.

i.e. Shimla, Kullu and Chamba. Himachal Pradesh comprises of mainly tribal population.Chamba district is far flung area with a blend of rural, urban as well as tribal population. Thus it is presumed that this district would have problem which would be quite distinct from other districts. Thus Chamba district will be selected for case study so as to be acquainted with the challenges of police administration in tribal-cum-rural and sensitive border area of the state.

Shimla district will be selected keeping in mind the fact that being the headquarter of the state, a number of police organization representing various wings of police set up are situated here. As such, the views on challenges faced by different wings of police organization would get reflected here.

As regard to district Kullu comprises of both rural as well as urban population and the challenges faced in the rural and urban areas would emerge from the study.

REVIEW OF LITERATURE:

Sufficient literature is available for analyzing police administration in India. Review of literature become necessary for researcher so as to save him/herself from making any unintentional errors, duplication of work etc. Review of literature is imperative to focus attention on the various aspects of police administration which has already been studied . To make meaningful study following survey of related study has been made.

- Curry (1932)[6]

Curry in his study on Indian police has stated that the outstanding problems of police administration were rioting, dacoits and to combat the terrorist organization. The solution of the problem of communal rioting depends mainly on the political solution of the problems created by the existing relations between the communities. Fundamentally it is political rather than police problem.

- West Bengal Police Commission(1960)[7]

Under the Chairmanship of Shri K.C. Sen, the commission enquired into the different aspects of police administration in the state. The commission which submitted its report in 1961 suggested that strict compliance of police regulations while exercising the powers and duties, yardsticks to determine the strength of the force, strengthening the organization, improvements in investigation of cases, effective and well suited personnel administration, eradication of corruption in the police and measures to improve police-public relations.

- Bihar Police Commission(1961)[8]

Bihar police commission which was appointed under the Chairmanship of Shri B.P. Jamaur, Retired High Court Judge to enquire into the various aspects of police administration, i.e., functions and duties of police, relations between the District Magistrate and the superintendent of Police, police powers and reporting and investigation of offences, police organization and personnel problems. The

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6 J.C. Curry, "The Indian Police" ,Faber & Faber limited, London,1932.

7 Digest of Reports, "Indian Journal of Public Administration", Indian Institute of Public Administration", New Delhi, 11, 1961,pp.131-140.

8 Digest of Reports, "Indian journal of Public Administration", Indian Institute of Public Administration, New Delhi, 8, 1962,pp.229-246.

Commission studied these reference aspects in detail and has recommended various organizational change, changes in personnel administration including adequate promotional avenues, better pay scale to the police personnel, to provide amenities and other welfare measures, eradication of corruption in the police and need to have cordial police-public relations.

- Sinha (1961)[9]

In his article on the future of Indian Police has stressed that in any scheme of reforms in the future, success cannot be achieved unless a great deal of attention is paid to make the Constable a bigger man. He has stressed that the constable has to be better paid, better educated better equipped and above all better trained.

- Administrative Reforms Commission's Working group on Police Administration(1966)[10]

It has made a detailed study on the role of police in independent India, District Police administration, role of District Superintendent of Police and also of district Magistrate in police administration , policing in large cities, police administration at the state level, financial administration, personnel administration, police-public relation and Centre-State relationship in the maintenance of Law & Order and the police.

- Delhi Police Commission(1966)[11]

Constituted under the chairmanship of Justice G.D. Khosla has studied the aspects of police administration like conditions of service, housing and welfare, structural changes, work and efficiency, personnel administration and public relation in detail. The Commission has recommended various changes and improvements on the problems of above mentioned aspects of police administration.

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[9] M.K.Sinha, "Police in India-The Future", The Indian Police Journal(Centrenary Issue), New Delhi,1961,pp.97-105.

[10] Virendrakumar, "Committees and Commissions in India", Concept Publishing Co., New Delhi,1978.

[11] Ibid.

- Bayley (1969)[12]

In his study of police of two Indian States, one from South and the other from North India and four Universities, one from North and three from South India has inferred that investigating officers are not giving enough concentrated attention to detective work because of the distraction of other responsibilities. Public cooperation to the police is grudging and unenthusiastic. Contact between police and public is not great. Honesty and impartiality of the police is doubted by the public. Raises in pay and allowances are certainly not sufficient conditions for achieving honesty among the police but there should be improvement in the standard of livelihood upon which a great deal of toleration of corruption rests.

- Committee on Police Training(1971)[13]

Appointed under the Chairmanship of Prof. M.S. Gore, made a detailed study with regard to the police training in India and has highlighted shortcomings in the training. In order to make training more effective to present needs, it has suggested various measures to bring improvement in the existing shortcomings. This report on a single aspect of Police administration is unique in its nature and has been considered as a master guide document on the police training.

- Sharma (1976)[14]

In his article on 'Police Administration in the States' has observed that at district and state levels the state Police organization suffer from organizational disequilibrium, lack of requisite staff agencies and other physical facilities. He has suggested that the pace of modernization of state police set up should be enhanced in such a manner that a satisfactory state of modernization is attained by the close of the century.

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12 David H. Bayley, "The Police and Political Development in India", Princeton University Press, New Jersey,1969.

13 Report of the Committee on Police Training, Ministry of Home Affairs, Government of India, New Delhi,1971.

14 P.D.Sharma, "Police Administration in the States", The Indian Journal of Public Administration, Indian Institute of Public Administration, New Delhi,22.1976.

- National Police Commission(1977)[15]

It was appointed under the Chairmanship of Shri Dharma Vira, retired Governor. It is the only commission appointed at national level after independence. The commission has made in-depth study with regard to the police administration and has studied all the aspects relating to police administration. It has given suggestions regarding the Constabulary , pay structure, housing, machinery for redressal of grievances, welfare measures for police families, personnel administration, maintenance of crime records and statistics, corruption in police, modernization of law enforcement, scriptory work in police , code of behavior for police officers, police-public relation etc.

- Sharma (1977)[16]

In his study on police image in India has stated that there has been a large area of disagreement between the police officials and people in general and their perspectives differ widely. Modernization of police force is to be effected in pursuance of a well conceived policy of reform and innovative planning. The author stressed absolute and immediate need for empirical research on police problems.

- Bhattacharya (1978)[17]

In his article on " City police management" has stated that inadequate police manpower has adversely affected the police-people ratio and the city's protection against crime and other offences. The author has suggested that the police organization should be pro-active and non-reactive. The organization has to respond to critical changes brought about by urbanization to increase its efficiency.

- Maheshwari (1978)[18]

In his article has stated that major grievances of the policemen are inadequate emoluments, lack of housing, long hours of duty, use of policemen for personal work

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[15] Report of National Police Commission(vol. I to VIII), Ministry of Home Affairs, Government of India, New Delhi,1977.

[16] P.D.Sharma, "Indian Police- A Developmental Approach", Research Publications in Social Science, Delhi,1977.

[17] Mohit Bhattacharya, "City Police Management", Indian Journal of Public Administration, Indian Institute of Public Administration, New Delhi24,1978,pp.152-168.

[18] ShriramMaheshwari, "Unionism in the Police: Redressal of Police Personnel's Grievances", Indian Journal of Public Administration, Indian Institute of Public Administration, New Delhi,1978,pp.68-86.

of the officers, harsh treatment accorded to the policemen, insecurity of job and inadequate promotional opportunities. The present machinery for redressal of grievances is inadequate and the personnel have started forming police associations and resorted to agitations leading to indiscipline.

- Ghosh (1981)[19]

In his study has inferred that the police function in a democratic society is complex. It is becoming increasingly difficult for police force as presently constituted and operating under severe constraints and acute hardship to hear the voice of the community at large which is crying out for aid, relief or redress of inadequacies and infringement of basic civil rights. Police leadership is facing political and social changes and strains and this has affected the character and atmosphere of the organization.

- Mahajan (1982)[20]

In his study of policewomen in three States and a Union Territory of North India has found that the women's role in policing remains ambiguous due to organizational apathy, opposition from male incumbents, societal negative reactions, lack of committed policewomen and lack of opportunities for women to occupy positions of authority in the police organization. The women's new role in police remains unattractive to the women population. It has yet to gain recognition and acceptance from the policemen and society at large.

- Stone &Delucca (1983)[21]

In the book "Police Administration: An Introduction" the authors has provided an overview of the duties and responsibilities of the police administration. This book covers basic concepts of law enforcement.

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19 S.K.Ghosh, "Police in Ferment", Light & Light publishers, New Delhi,1981.

20 AmarjitMahajan, "Indian Policewomen", Deep & Deep Publications, New Delhi,1982.

21 Alferd R. Stone & Stuart M. Delucca, "Police Administration: An Introduction", Prentice hall Publication, New Jersey,1983.

- Khan (1983)[22]

He has made an elaborate study on police in four States of India and has observed that public have repulsive attitude towards the police organization damaging its image and essentially needs not only to be neutralized but also to be changed for better. The image of the police organization needs to be improved immensely by persuading the public to own it and be proud of it. Training given to the police is inadequate. It has suffered due to obsolete training techniques, political pressures, poor feedback process and inadequate finances. The author is of the view that at present what is required is that we should stop blaming exclusively either the organization or society, its leaders at the political plane and channelize all energy to meet the rising needs of training to overcome psychological, budgetary and professional hurdles.

- Nath (1983)[23]

In his study on "The Police Problems" besides other things had observed that the present type of training is entirely useless for the policeman. With regard to the philosophy of training, the idea should be to inject a new soul in the working force. The author is of the view that there is corruption in the police force and has suggested for decentralization of powers in the organization to stop favoritism and nepotism.

- Sharma (1985)[24]

In his study on "Law and Order Administration" in the Punjab State has observed that the traditional police functions at the district level have mostly remained unchanged. There are number of organizational deficiencies like outdated concepts of administrative accountability, defective recruitment procedures, unproductive role performance, lack of integrity and status, absence of career development prospects, inadequate training etc. It is necessary that the police at the district level should be up-to-date, organizationally staffed with personnel integrity, restraint and discipline. It needs a change qualitatively, structurally and quantitatively. Better rapport with the public and press which is helpful in projecting the correct image of police, is needed.

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22 Sultan Akbar Khan, "Power, Police and Public", Vishal Publications, kurukshetra,1983.

23 TrilokNath, "The Police Problems", Vision Books, Delhi,1983.

24 K.K.Sharma, 'Law and Order Administration", National Book Organisation, Delhi,1985.

- Sen (1986)[25]

The book "Police Today" contain articles on police problems such as maintenance of Law and Order, criminal justice, discipline in police force, police training etc. the article covers a wide area of police administration combined with deep perception and analysis of issues related to law enforcement. The book covers clear insight to the problems of policing in a complex society.

- Roy (1986)[26]

In his article on "What Ails the Indian Police Today" has observed that there is nothing seriously or basically wrong with the Indian Police, its organization and structure but there is a lot of aberrations in its functioning today. There are not many rapists or murders in the police force and those who suffer from behavior disorder and commit such heinous crime can be treated as ordinary criminals and ruthlessly eliminated. Police force is afflicted by corruption as like the other public services. Corruption in police can be fought in a big way by giving exemplary punishment to those policemen who abuse their power and authority to make quick money but this will only be possible if public comes to participate in process wholeheartedly and help to break the tie up between dishonest police officers and unscrupulous politicians.

- Valecha and Venkataraman (1986)[27]

In their study on "Improving Efficiency and Ensuring Impartiality of Police Force" have highlighted the problems of indiscipline, job security, corruption, political interference and poor interaction in the police. To overcome these problems they have recommended to introduce scientific selection and training procedure, attractive salaries and service benefits, effective performance appraisal with proper feedback, improved control and communication equipments, modernization and better police community relations.

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25 Shankar Sen, "Police Today', Ashish Publication House, New Delhi,1986.

26 B.K.Roy, "What Ails the Indian Police Today" ,Indian Institute of Management, Decisions, Calcutta,1986,pp.221-225.

27 G.K.Valecha and SubhaVenkatraman, "Improving Efficiency and Ensuring Impartility of the Police Force",Vikalpa, Indian Institute of Management, Ahemdabad,1986,pp.55-61.

- Palkhivala (1986)[28]

A professional and honourable police force is valuable in every society, but it is invaluable in a society like ours which is marked by three characteristics – Divisiveness, Indiscipline and non-cooperation. Thus, in order to have an honest and efficient police force, it is imperative that it should be fully insulated from political influence. The only alternative is to make the police force an autonomous as the judiciary or the Auditor General.

- Prasher (1986)[29]

In his study on 'Police Administration' in Utter Pradesh has stated that police suffers from many structural and functional weakness which hampers its efficiency and incapacitate it to cope with the intricate and diverse police work required in a rapidly changing society. To ensure meeting these challenges successfully, police should be fully equipped with professional expertise. The recruitment policy, methods and content of training, promotion scheme, internal relationship of different cadres etc. should be suitably modified. Efforts should be made to make the police services more attractive and to widen social support to the police by giving good pay scale, granting reasonable benefits like encashment of leave, offering adequate opportunities for promotion for initiative in work, removing the grievances of policemen promptly and rehabilitating the police in the public estimate through the publicity of good work done by them.

- Mathur (1987)[30]

In his study on "Administration of Police training in India" has inferred that the instructional staff of most of the police training institution in India is inadequate. Posting to police training institution is regarded as a punishment because of loss of power and privileges, therefore usually police officers of right type and aptitude are not posted to training institutions. Trainers do not get job satisfaction in training institutions. Modern methods of instruction are not very popular with the trainers. Expenditure on police training percentage wise is low to the total cost of police-

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[28] Nani A. Palkhivala, "Maintenance of Law and Order", Decisions, Indian Institute of Management, Calcutta,1986,p.185.

[29] RajinderPrasher, "Police Administration", Deep & Deep Publications, New Delhi,1986.

[30] K.M. Mathur, "Administration of Police Training in India",Gian Publishing House,Delhi,1987.

budget of the state. Thus police training in India needs to be revitalized and reorganized so that it may produce efficient and competent police officers.

- Mathur (1989)[31]

In his article on "The Problems of Law and Order Administration with Special Reference to Terrorism" in Punjab has stated that factors like inadequate strength of the police force, poor state of training and orientation of constabulary, low morale due to politicking, poor appreciation of intelligence, last minute verbal instructions, ignoring long term perspectives, rampant corruption and apathy in police organization etc. have contributed to increasingly ineffectiveness of police. He has recommended that administration of law and order in India need to be restructured. Proper orientation and training should be imparted to all those who are engaged in the administration of law and order.

- Muttalib (1989)[32]

In his article on campus disorder has concluded that campus disorder is increasing now-a-days and reasons for these are ideological difference between and among the members of the campus communities and the election of the students. It is most unfortunate that police, an ingredient of civilized life, has in recent years had a very low level of credibility. He has suggested that police should be impartial in all situations of law and order whether arising out of ideological differences or individual or collective conflicts.

- Shekher (1999)[33]

In his book "Not A License to Kill- Police Need Paradigm Shift" the author stated that the Indian Police is largely 'Re-Active'. There being great emphasis on crime prevention, this would involve community policing and community service.He discussed the recommendations of the National Police Commission as regards the enhancement of duties, powers and responsibilities.

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[31] K.M. Mathur, "Law and Order Administration with Special Reference to Terrorism", Indian Journal of Public Administration, Indian Institute of Public Administration, New Delhi,1989,pp.233-255.

[32] M.A. Muttalib, "Campus disorder vis-à-vis Law and Order: Theoretical Perspective" ,Indian Journal of Public Administration, Indian Institute of Public Administration, New Delhi,1989,pp.92-97.

[33] RejenderShekher, "Not A License to Kill- Police Need Paradigm Shift" Konark publishers, New Delhi,1999.

- Chaturvedi (2000)[34]

The author in his book "Systematic Training for Civil Services" has found that research in training processes and practices have so far been very few. He has highlighted the role of organization levels. He has also discussed various factors which determine the effectiveness of training, selection of trainers, clarity of objectives, transfer of learning etc.

- Sen (2000)[35]

In his book "Police in Democratic Societies" he has studied on various aspects of policing. He has talked about comparison of police training and military training. As a conclusion he stated that no worthwhile improvement in the training of police personnel is possible unless capable, efficient and conscious officers are brought into the training institutions as trainers.

- Singh (2002)[36]

In his book "Inside Indian Police" he has observed that neglect of training of policemen is main cause of the poor state of their work. He pointed that at least one fourth of the police should be under traiing to get the latest techniques of policing.

- Vadackumchery (2002)[37]

His book "Police Morality" presents study on police morality. He discussed in detail about balance in Legality and Morality. He talks about morality, its development, character and reasons, morality and law, socialization and politicization and implications of police morality in police work.

- Dikshit (2002)[38]

In his book " Police : The Human Face" he has collected articles written over a period of decade with the purpose of initiating steps to make Law and Order machinery more humane and responsive to the people. It may be shocking to read

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[34] A.N.Chaturvedi, "Systematic Training For Civil Services", Gian Publishing House,New Delhi,2000.

[35] Shankar Sen, "Police In Democratic Socities", Gian Publishing House,New Delhi,2000

[36] Joginder Singh, "Inside Indian Police" Gian Publishing House,Delhi,2002.

[37] James Vadackumchery, "Police Morality",Kalpaz Publications,Delhi,2002.

[38] R.C. Dikshit, "Police: The Human Face", Gyan Publications, New Delhi,2002.

about Indian Police as if they are devoid of human kindness. The author has also suggested better way of policing.

- Verma (2003)[39]

His paper "Technological Applications for Police" is concerned with the application of technology in police services. Police deals with extremely large number of people daily and they are also large data collecting and processing institution. This means that Indian police has to be technologically advanced. In this paper description to various kinds of technological applications which are helpful for police is given.

- Mathur (2004)[40]

The book "Challenges to Police: Human Rights and National Security" attempts to critically examine the challenges to police, human rights and National security. Challenges to communal harmony and ways to combat communalism are discussed. Author also talks about challenges of police in 21st century. The role and responsibilities of Indian police have become more complex and challenging.

- Mishra (2006)[41]

The article "Policing in 21st Century: Aras of Concern" is in three parts. In the first part the author deals with working of police in pre-independence era emphasizing British style of policing. In the second part the author puts light on post-independence period where police was under democratic control and in the third part the author deals with challenges in policing in the 21st century which is characterized by rapid industrialization, urbanization and population explosion which is a cause of increasing crime rate.

- Singh (2008)[42]

The author gives a criticism of police for their inefficiency and incompetence and stated that there is great need of police training. Problem based learning,

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[39] ArvindVerma, "Technological Applications for Police" The Indian Police Journal,April-June,Vol.LVI no.5.2003,p.41.

[40] Krishna Mohan Mathur, "Challenges to Police: Human Rights and National Security",KalpazPublications,New Delhi,2004.

[41] O.P. Mishra, 'Policing in 21st century: Area of Concen", The Indian Police Journal,Jan-March,Vol. no. LIII,No.1,2006,p.7.

[42] Rakesh Kumar Singh, "Police Training", The Indian Police Journal,Jan-March,Vol.LV,No.1,2008,p.18.

diectlearning and use of technology in training and functioning of the police is must. In the later parts of the article the author gives some conflict resolving methods for police officers.

- Mathur (2009)[43]

The paper deals with author's future vision about Indian Police. An efficient policing is required for peace, progress and prosperity. He also underlined emerging challenges, challenges of excellence and management constraints. He emphasized the need of reviewing the law related to police.

- Choudhary (2012)[44]

His article deals with the charging of police for the service delivery to the public. Author points out, while there can be no price tags attached to the most police activities in the time of fiscal crunch. Strategic management is the answer to future policing needs and will help in meeting the ever growing demand for police services.

- Singh (2012)[45]

The article talks about the need for humanizing police administration. In the article author argues that the police must show sensitivity in handling protests especially with women. He further says that role of the police has changed manifolds according to the changing environment.

- Padmanabhan& Dagger(2014)[46]

The aim of this article is to discuss in detail the situation of police reforms. Ever since the police act was enacted in 1861 there have been very few and far reforms. The article focuses on the case of Prakash Singh v/s Union of India. This article stresses on this case and its impact on police reforms in India. It discusses elaborately on the reforms advocated in this case. The article further analyses on how these reforms were implemented at the state level and why they have not been successful in terms of compliance by the states. It finally attempts at giving suggestions to improve the situation to rectify the police system in India.

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43 S.P.Mathur, "Police Vision 2020:Policing for Global fund of Happiness",The Indian Police Journal,Oct-Dec,Vol.LVI,No.4,2009,p.8.

44 RohitChoudhary, "The Police Services Should Be Paid For", The Tribune,Sept.18,2012,p.11.

45 Surjit Singh, "Humanize Police to Empower Society", The Tribune,Nov.2012,p.9.

46 A. Padmanabhan& Dagger, "An Analysis of Police reforms", Eastern Book Company, New Delhi, 2014.

Review of literature brings out the point that the police, a law enforcing agency, is facing a lot of organizational and working problems in maintaining peace and tranquility. From the review of literature it has also been observed that in respect of Himachal Pradesh there is not much research work done on the challenges of police administration.

There are many problems like more working hours, political interference, job-satisfaction and morale among police personnel, inefficient training, no proper redressal of the grievances, bad police image in the society, corruption etc. which has to be corrected and removed. Therefore study on the challenges of police administration in Himachal Pradesh becomes very important.

NEED AND IMPORTANCE OF THE STUDY:

Maintenance of Law and order is the first condition for the working of democratic institutions. Rule of law can survive better when a citizen respects the law and the people and the society recognize its supremacy. Law and Order administration is mainly identified with the police administration. This is because the courts and the penal administration do not function in the thick of the community as do the police. They are not only directly responsible for the safety and prevention of crime but also for keeping the administrative system intact. There are a large number of organizational deficiencies which has to be removed and corrected so as to improve the efficiency of the police administration. The organization which is responsible for maintaining law and order should be an up-to-date organization staffed with personnel of integrity, restraint and discipline.

The prime and basic function of a well administered State is to maintain law and order and to preserve peace among its citizens. With the increase in population, urbanization, industrialization etc. the crime rate is also increasing. With rapidly changing society, the expectation of general public is also increasing and the police force is facing a lot of challenges and not going well with the situation. The gap between the public and police is becoming wide. Image of police is becoming worse. All the problems like crime, bad police image etc. have challenged police administration for changing their techniques to handle crime, to have efficient police force, updated techniques, effective training, procedural and structural reforms etc. therefore in these circumstances study on police administration has lot of importance.

It is also noted that no comprehensive study has been made so far in this field therefore it has more importance. This study will make police and public both to understand each other's expectations and needs.

OBJECTIVES:

The study will be undertaken mainly with the purpose of analyzing the inherent problems present in the police organizational set-up in Himachal Pradesh. The public- police relationship will be examined in detail. Specifically the objectives are :

1. To study the structural aspects of police organization in Himachal Pradesh and to suggest necessary measures to strengthen police organization.
2. To study the public-police relationship and to give suggestions for better rapport between them.
3. To examine various issues related to efficiency in police administration like procedure of work, training, job-satisfaction and morale, the problem of finance, political interference and working conditions.

HYPOTHESIS:

The main hypothesis is that "The Police Administration in Himachal Pradesh is Ineffective due to various Administrative, Socio-Political and Financial Constraints".

The sub-hypothesis are :

1. Public-Police relation is not cordial.
2. Structure of police organization is not suitable.
3. The police stations are not provided with sufficient funds to meet the expenditure on several needs of the station.
4. The internal discipline and morale of the police is weak due to poor working conditions, bad image in society, more hours of duty and political interference.
5. Police is heading towards unionism due to ineffective redressal machinery.

METHODOLOGY:

To achieve above mentioned objectives both primary and secondary data will be used in the study.

- Primary data: Primary data will be collected through interview schedules, questionnaire and personal observation.
- Secondary data: Secondary data will be collected from :
    1. Books and Journals
    2. Articles
    3. Research reports
    4. Websites.
    5. Magazines and newspapers etc.

SAMPLING:

Himachal Pradesh has peculiar geographical condition in comparison to the plains hence needs special attention. In Himachal Pradesh there are 12 districts. Out of these 12 districts, 3 districts will be selected.

Sample will be divided into :

1. Police personnel: 300.
2. General Public: 450.

The data will be collected from a sample of 450 public, 150 each selected at random from each district and 300 policemen of various ranks, 100 each selected at random from each district.

A sample as the name implies, is a smaller representation of a large whole.[47] Sampling saves time, labour and therefore money and by reducing the number of cases involved it allows for a concentration of effort on high quality information about the smaller number of cases involved.[48]

Random sampling will be used to undertake the survey. Random sampling is the selection of an individual from a population when each member of the population has the same chance to be chosen. The random sampling units will further be stratified so that the units would fall into sub-groups and comparison between the various sub-groups could be made. For increasing precision of a simple random

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[47] William J. Goode & Paul K. Hatt, "Methods in Social Research", McGraw Hill Book Co., Singapore, p.207.

[48] Peter H. Mann, "Methods in Sociological Enquiry", Basil Blackwell, Oxford,1968,p.103.

sample, stratification will be done. Stratification is a means of using the knowledge of the population to increase representativeness and precision of the sample. [49]

TENTATIVE CHAPTERIZATION :

1. Introduction.
2. Organizational structure of police in Himachal Pradesh.
3. Problems of Administration of police stations in Himachal Pradesh.
4. Human Resource Development practices in Police Administration.
5. Morale and Job-Satisfaction of police Personnel in Himachal Pradesh.
6. Public-Police relations.
7. Conclusion and suggestion.

[49] C.A.Moser, "Surveys Methods in Social Investigation", Heinemann Educational Books Ltd., London,1958,p.78.

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